



# Idaho State University STRATEGIC PLAN

2004-2009

Executive Summary

# **Idaho State University**

## **Strategic Plan Executive Summary 2004-2009**

The Idaho State Board of Education's 2000-2005 Statewide Strategic Plan provides direction for postsecondary programs throughout the state. The SBOE plan consists of four goals, forty-six objectives, and eleven performance measures. Building on this, the Idaho State University (ISU) 2000-2005 Strategic Plan added six complementary, institution-specific goals with associated objectives and measures. While retaining the basic structure of the 2000-2005 plan, the full 2004 revision of ISU's plan updates report figures and institutional vision, reflecting the context of the budget constraints. We note the increased use of new, sometimes ad hoc administrative structures by the institution to handle additional duties and work flow. Those entities often include participation by other external agencies or institutions (Institute for Nuclear Science and Engineering, Institute for Emergency Management Training, Idaho Center for Disability Evaluation and Research, etc.) and are signs of institutional responsiveness to state and national needs. Idaho State University's strategic goals and objectives are ongoing and direct the institution's course over an extended period of time. Hence this executive summary does not include completion dates.

Statewide and institution-specific goals are accompanied by a suite of objectives and measures that serve to direct the institution and document its progress toward achieving those goals. Strategic planning at Idaho State University is ongoing, focused, and practical. It is done both as a tool of internal management and in response to external requests. Past ISU Strategic Plans have reflected new challenges, evolving demographics, a growing vision, and cutting edge solutions. Because planning is ongoing and dynamic, ISU's Strategic Plan represents the institution's goals and objectives at one point in time.

This 2004-2009 Strategic Plan Executive Summary is based upon ISU's full strategic plan. It highlights ISU's Mission and Vision and displays the alignment of ISU's goals and objectives with those of the State Board of Education.

ISU's full Strategic Plan may be found at: [www.isu.edu/acadaff/PLANNING/stratplan.pdf](http://www.isu.edu/acadaff/PLANNING/stratplan.pdf)

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Richard Bowen, President

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## **VISION**

Guided by its mission, Idaho State University is committed to delivering health professions programs throughout the state. ISU also provides an array of other programming in support of its mission. These programs reach from Community College to Doctoral coursework and advanced research. Specific objectives include:

- Mission and Outreach-- Guided by its mission, the University will continue to deliver its health profession programs throughout the state of Idaho. Examples of such efforts include a major initiative in the Boise area, developments in ISU's Institute for Rural Health and Telehealth project, efforts to produce mental health workers, and a review of our current and potential medical education programs.
- Enrollment and Quality-- Within the constraints of the current flat and austere budget, the University will continue a course of modest growth (where capacity exists) while increasing the quality of its student body. Rather than close programs, the University has chosen to offer fewer class sections.
- Growing Sophistication-- Across its program array, the University has been increasing the sophistication of its offerings. By increasing the competitive research dollars received, and enrollment in doctoral programming, the institution will achieve Carnegie classification of Doctoral/Research Universities-Extensive. Research and scholarly activity will grow significantly concomitant with its graduate programs, meet state and national needs, and achieve regional and national stature in selected areas. As entry-level and first professional degree expectations escalate across the health professions, ISU will see more of those programs at the master's and doctoral level. Its College of Technology is the first in Idaho to build offerings at the baccalaureate and graduate levels. ISU will continue innovative links between its Colleges of Technology and Engineering to create new programming. With the change in mission of the Idaho National Lab to nuclear science, ISU will expand its programming in this area and continue its leadership.
- Continuing Efficiency-- As the institution continues its quest for additional resources, it will operate at the high level of efficiency that has marked the past decade.
- New Revenues-- ISU will strive to develop new sources of revenue. This includes the capital campaign, increased efforts in annual fund raising, new initiatives in federal line item appropriations, and the revitalization of summer school and continuing education.
- Institutional Recognition-- In the new millennium, the University is building on its Centennial Celebration to ensure that it is recognized locally, statewide, and nationally for the high quality of its educational programs and value of its services and research. A recent initiative in integrative marketing will assist this effort.

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## **MISSION STATEMENT**

As a regional public Doctoral/Research--Intensive University, ISU meets the needs of a diverse population with certificate, associate, baccalaureate, master's and doctoral degree offerings, as well as family practice, dental, and pharmacy residency programs. Through programs in pharmacy and health-related professions, Idaho State University is the state's lead institution for education in the health professions and related biological and physical sciences. The preparation of teachers, administrators, and other education professionals is another primary emphasis at ISU. Programs in business and engineering respond to a variety of current and emerging demands within the state and region. ISU is committed to maintaining strong arts and sciences programs as independent, multifaceted fields of inquiry and as the basis of other academic disciplines. The University offers a substantial array of graduate programs and is a Center for the Doctor of Arts degree, designed specifically to prepare college teachers. As a part of its community college function, ISU provides students high quality professional education and technical training in response to the needs of private industry.

# Idaho State University

## STRATEGIC PLAN 2004-2009

| Alignment with SBOE Goals & Objectives  | IDAHO STATE UNIVERSITY GOALS & OBJECTIVES  | Anticipated Completion Date       |
|---|--|-----------------------------------|
| SBOE Goal II  | <b>Goal 1 ACCESS.</b> Continue to provide access to opportunities that maximize student success and learning by offering relevant programs and services to meet student needs. In particular, provide programming in the health professions statewide in fulfillment of ISU's mission.   | On-Going<br>Evaluated<br>Annually |
| SBOE Objectives<br>II.2<br>II.3<br>II.4<br>II.5<br>II.6<br>II.7                           | <p><b>Objective 1.1</b> Maintain and enhance the responsive processes that attract qualified undergraduate and graduate students and that help them meet their educational goals and/or persist to graduation.</p> <p><b>Objective 1.2</b> Maintain and enhance access to academic programs through distance technology.</p> <p><b>Objective 1.3</b> Maintain and enhance student support and academic services.</p> | On-Going<br>Evaluated<br>Annually |
| SBOE Goal I, II, III, IV  | <b>Goal 2 LEARNING.</b> Provide an effective and efficient learning environment that serves students of varied ages, abilities, needs, and backgrounds.  | On-Going<br>Evaluated<br>Annually |
| SBOE Objectives<br>I.5<br>I.7<br>II.3<br>II.4<br>III.1<br>III.2<br>III.3<br>IV.7<br>IV.11 | <p><b>Objective 2.1</b> Set performance-based standards for student learning and communicate these standards to students.</p> <p><b>Objective 2.2</b> Develop learning environments that allow students of varied ages, abilities, needs, and backgrounds to succeed.</p> <p><b>Objective 2.3</b> Continue collaborative work and partnerships.</p>  | On-Going<br>Evaluated<br>Annually |

| Alignment with SBOE Goals & Objectives  | IDAHO STATE UNIVERSITY GOALS & OBJECTIVES  | Anticipated Completion Date    |
|---|--|--------------------------------|
| SBOE Goal II, III, IV   | <b>Goal 3 RESEARCH.</b> Conduct research consistent with the state, regional, and national public service missions and the University's undergraduate and graduate programs.   | On-Going<br>Evaluated Annually |
| SBOE Objective II.3<br>II.7<br>III.2<br>III.3<br>III.5<br>III.6<br>IV.5<br>IV.10  | <p><b>Objective 3.1</b> Continue to implement the University's comprehensive research policy, which enhances research quality and instruction and encourages innovation and the use of new technologies.</p> <p><b>Objective 3.2</b> Continue to seek research grants and contracts, particularly in the mission emphasis areas of the health professions and basic sciences/engineering.</p> <p><b>Objective 3.3</b> Increase shared use of research resources.</p> <p><b>Objective 3.4</b> Help faculty increase research productivity.</p>  | On-Going<br>Evaluated Annually |
| SBOE Goal II, III, IV   | <b>Goal 4 SERVICE.</b> Provide quality educational services to support economic development, continuing education, and access to University-sponsored training clinics, facilities, and events.  | On-Going<br>Evaluated Annually |
| SBOE Objective II.2<br>II.3<br>II.4<br>II.5<br>II.6<br>II.7<br>III.2<br>III.3<br>III.5<br>III.6<br>IV.3<br>IV.4<br>IV.7<br>IV.10<br>IV.11 | <p><b>Objective 4.1</b> Support economic growth within the region through applied research and development activities.</p> <p><b>Objective 4.2</b> Provide professional and personal developmental opportunities for individuals outside typical educational programs.</p> <p><b>Objective 4.3</b> Continue institutional goal of responsiveness by providing citizens of the region and state access to university programs providing direct services as part of the educational process.</p> <p><b>Objective 4.4</b> Provide community access to cultural enrichment through programs sponsored by the University and the use of University facilities.</p> <p><b>Objective 4.5</b> Support regional organizations and institutions, particularly those involved in education.</p> | On-Going<br>Evaluated Annually |

| Alignment with SBOE Goals & Objectives                                | IDAHO STATE UNIVERSITY GOALS & OBJECTIVES  | Anticipated Completion Date       |
|---|--|-----------------------------------|
| SBOE Goal I, IV   | <b>Goal 5 FACULTY.</b> Hire and retain a faculty that sustains a high quality learning environment through effective teaching, productive scholarship, and useful public service.  | On-Going<br>Evaluated<br>Annually |
| SBOE Objectives I.7<br>I.8<br>I.9<br>IV.10                            | <b>Objective 5.1</b> Continue to recruit a high quality faculty.<br><b>Objective 5.2</b> Continue to improve retention of high quality faculty by supporting personal and professional growth.   | On-Going<br>Evaluated<br>Annually |
| SBOE Goal I, III, IV  | <b>Goal 6 SUPPORT.</b> Manage University resources to provide appropriate staff and support while maintaining a high quality learning environment.   | On-Going<br>Evaluated<br>Annually |
| SBOE Objective I.8<br>III.1<br>IV.1<br>IV.5<br>IV.8<br>IV.10<br>IV.11 | <b>Objective 6.1</b> Develop and maintain effective leaders.<br><b>Objective 6.2</b> Develop and encourage the use of information and communication resources.<br><b>Objective 6.3</b> Ensure that the University effectively and efficiently manages its resources in pursuit of its mission while maintaining program quality. | On-Going<br>Evaluated<br>Annually |